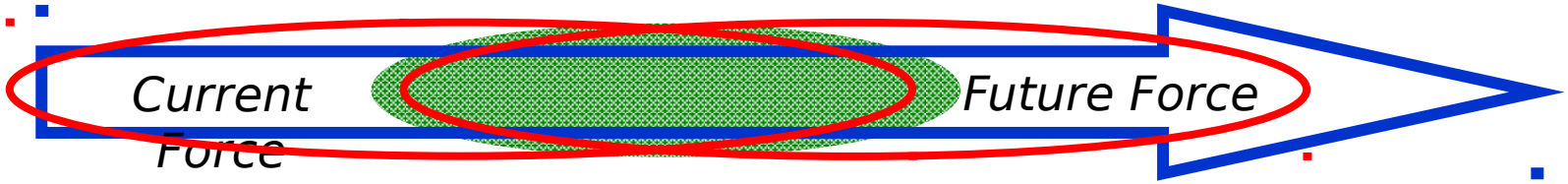
Army Well-Being
The Transformation of the Human Dimension



Well-Being Overview
Well-Being Advisory Counsel
17 Sep 03

COL(P) Michael Flowers
Human Resources Directorate Chief
Office of the Deputy Chief of Staff, G1

Agenda

Well-Being (W-B):

- Background
- Functional Framework
- Strategic Management Tools
- Ongoing Well-Being Actions
- Well-Being Websites

Deployment Cycle Support (DCS):

- Timeline
- Mission/Concept
- Model
- Post Conflict DCS Phase Descriptions
- Army One Source

History

- 1973 Transitioned from a Draft to an all Volunteer Army
- 1980's Change in military culture – Quality of Life Programs developed
- 1984 Year of the Family and the Emergence of AFAP
- 1984 ODCSPER attempts to compile and track resources of programs
- Jan 00 Army War College study – "A Well-Being Framework for the U.S. Army"
- Jan 01 Well-Being Strategic Plan
- Aug 01 Well-Being Campaign Plan
- Jul 02 Well-Being Action Plan

Why Well-Being……

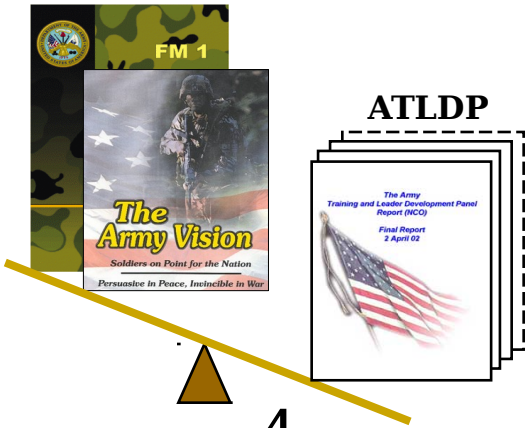
What Was Wrong with the Status Quo?

- Aging Programs
- Inadequate Resources
- Inefficient Use of Resources
- Fragmented Organizational Structure
- Lack of Strategic Planning
- Lack of Sound Business Principles
- Inability to Gain a Holistic Perspective
- Insufficient Support to Decision Makers
- No Single Point of Contact for "People Programs"
- And the Army Training & Leader Development Panel!

"There has never been a consistent list of component programs nor a tracking mechanism for assessing either the resources expended or any return on that investment and consequently no way to evaluate the effectiveness."

USAWC Report to CSA 2000 – A Well-Being Framework for the U.S. Army

"Pride in the Army, service to the Nation, camaraderie,
and Army values continue to strongly influence the decisions . . . to make the Army a career.
However, they see **Army practices as being out of balance with Army beliefs**."


FM 1
The Army Vision
Soldiers on Point for the Nation
Persuasive in Peace, Invincible in War
ATLDP
The Army Training and Leader Development Panel Report (NCO)
Final Report 2 April 02

The Essence of Well-Being

An Army culture in balance;
where the commitment expected of our people,
and the Army's commitment to our people,
are in balance.

Soldiers
Retirees
Veterans
Civilians
Family Members

Committed Leadership

Strategic Organizational Direct

The Army

"Taking Care of People" — "Mission Accomplishment"

With the resources available, we will significantly enhance the well-being of our people . . .

Strategically Integrated

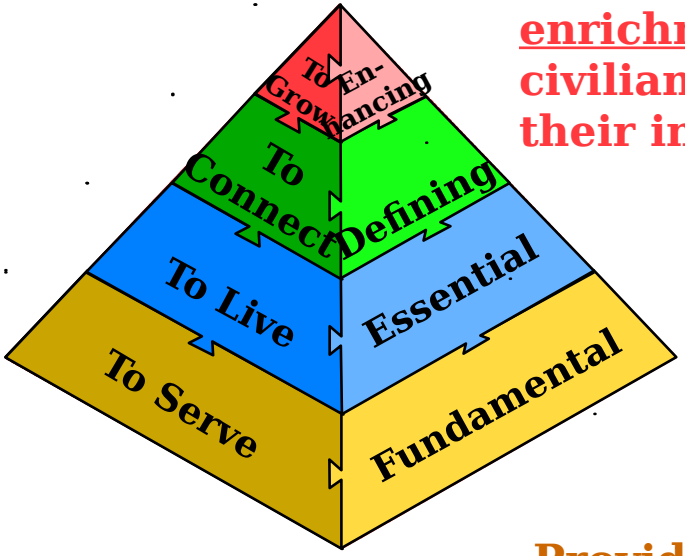
Effective Delivery

Adequate Resources

. . . and develop the objective link between readiness and well-being . . .

. . .that creates persuasive arguments for adequate funding of both well-being and traditional readiness programs.

The Concept of Well-Being



Provide an environment of <u>personal enrichment</u> that allows Soldiers, civilians, and their families to achieve their individual aspirations.

TO GROW

Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and <u>sense of belonging</u> amongst Soldiers, civilians, and their families.

TO CONNECT

Provide a competitive <u>standard of living</u> for all Soldiers, civilians, and their families.

TO LIVE

Provide an <u>opportunity for service</u> and meaningful personal development in a disciplined environment.

TO SERVE

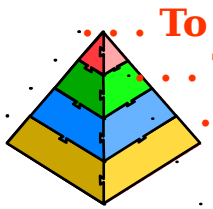
"The Army's readiness is inextricably linked to the well-being of its people . . . "
CSA

Definition:

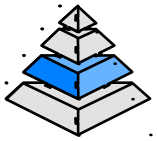
The personal -- physical, material, mental, and spiritual -- <u>state</u> of Soldiers, retirees, veterans, civilians, and their families that contributes to their preparedness to perform and support the Army's mission.

<u>Encompasses</u> and <u>Expands</u> on the Concept of "Quality of Life"

Functional Framework



TO LIVE



Values
- Army Values
- Religious Support

Training & Leader Development
- Training
- Personnel Management
- Leader Development

Esprit
- Tradition
- Camaraderie
- Job Satisfaction
- Life-Style Satisfaction

Pay & Compensation
- Base Pay
- Allowances
- Incentive and Special Pay
- Other Compensation
- RC Employer Support
- Finance Processing

Health Care
- Preventive Services
- Patient Care
- Dental Services
- Customer Service
- Health Care Infrastructure

Housing
- Family Housing
- Barracks Complexes
- Army Lodging

Continuous Learning
- Continuing Education

TO SERVE

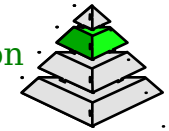
Leadership
- Leadership
- Human Relations
- Professional Conduct

Workplace Environment
- Workplace Modernization
- Workplace Maintenance

Family Member Education
- DODEA Schools
- School Liaison
- Education Transition

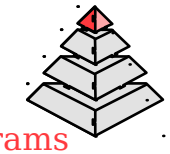
Family Programs
- Deployment Cycle Support
- Family Adaptation
- Child Development Services
- Youth Services
- Exceptional Family Member Support
- Family Advocacy

Welfare
- Safety
- Community Protection
- Relocation
- Overseas Support
- Risk Reduction
- Legal Services
- Transition/Retirement
- Final Honors
- Emergency Services



TO CONNECT

TO GROW



Citizenship
- Religious Programs
- Voting Assistance
- Community Involvement

Financial Readiness
- Personal Financial Management
- Financial Training

Educational Assistance
- Family Member Continuing Education

Family Member Employment
- Spouse Employment

Recreation
- Community Recreation
- Sports & Fitness
- Armed Forces Recreation Centers
- Pet S
- Libr

4 Goals
17 Categories
59 Functions

Strategic Management Tools

. . . To Grow
. . . To Connect
. . . To Live
. . . To Serv

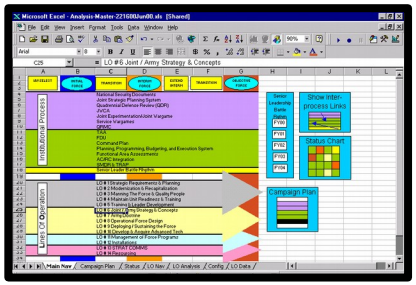
Doctrine & Process

Strategic Plan
Campaign Plan

Resources

Resource Crosswalk

Integration & Synchronization



Transformation Campaign Plan

Planning

Goals
Strategies
Objectives
Tasks

Action Plan

Strategic Communications

Strategic Communications Plan

Standards & Metrics

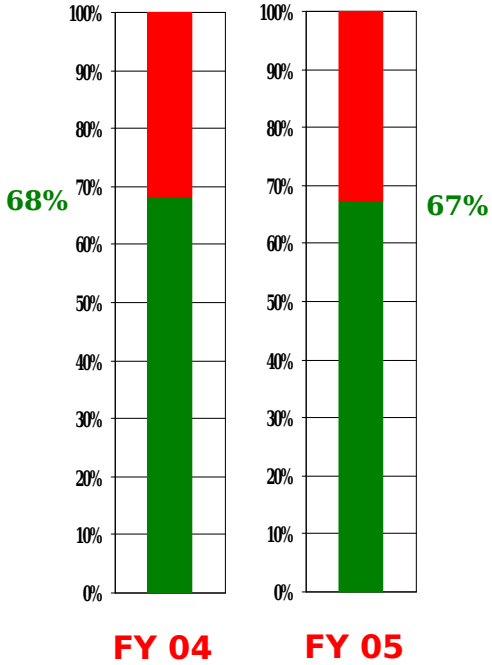
Well-Being Status Repor

Resources
(Appropriated Fund Only)

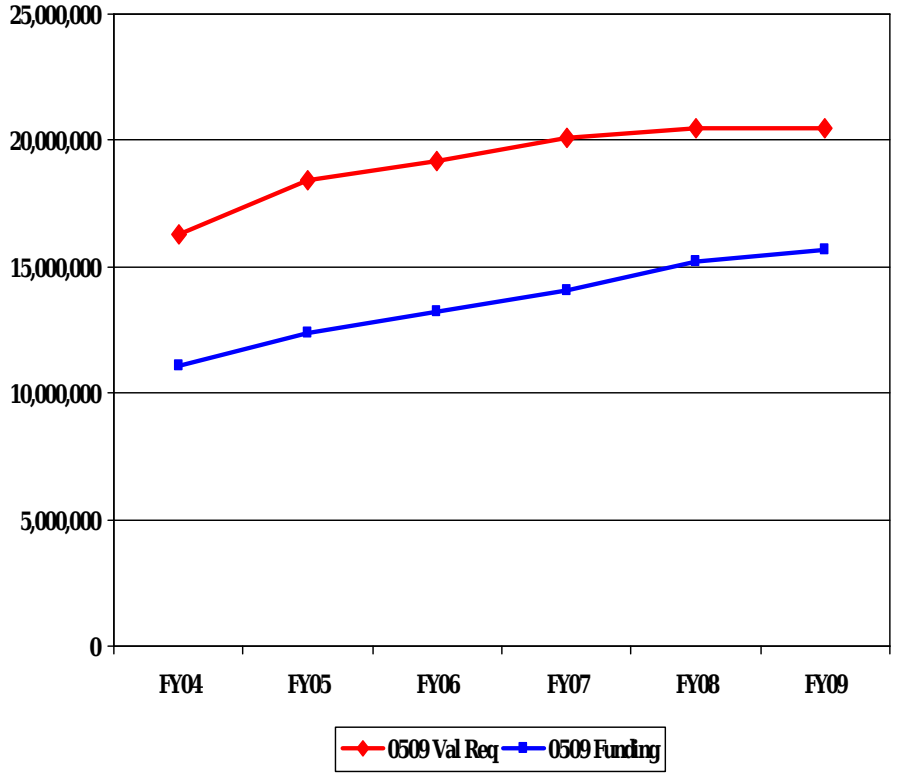
. . . To Grow
. . To Connect
. . . To Live
. . . To Ser

BP0509_1.5	FY04	FY05	FY06	FY07	FY08	FY09	POM0509
Validated Reqmnts	16274342	18425478	19223796	20125168	20512506	20457538	98744486
Funding Level	11114962	12410381	13258770	14098412	15238308	15679909	70685780
% Funded	68.30%	67.35%	68.97%	70.05%	74.29%	76.65%	71.58%
Delta	5159380	6015097	5965026	6026756	5274198	4777629	28058706

•This chart does NOT include Military Base Pay or Retiree Health Accrual. The immensity of these programs would overshadow the true picture of Well-Being resources.



As of BP0509_1.5



05-09 Delta ($28.06B)

05-09 Funding pays for:

71.6% Well-Being

Ongoing Well-Being Actions

- **Deployment Cycle Support (DCS)**
- **Army Domestic Violence Task Force (DVTF)**
- **Rest & Recuperation (R&R) Leave Program**
- **Stress on the Force – Human Dimension**
- **Spouse Orientation & Leader Development (SOLD)**
- **Well-Being Newsletter**

Well-Being…
Balanced Readiness
Execute the Mission – Take Care of People

"The Army's readiness is inextricably linked to the well-being of its people -- soldiers, civilians, retirees, and their families. The most significant investment in the Nation's security is investing in them. We must provide adequate housing, schools, and medical and dental care with a quality and access comparable to society at large. Our support structures must provide soldiers and families the resources to be self-reliant both when the force is deployed and when it is at home station. . . ."GEN Eric Shinseki, Retired CSA

NOT " Either / Or "……..BOTH

How? Engender Self Reliance …..on the battlefield and at home……

Well-Being Related Websites

The main Well-Being page runs off the Army home page:
http://www.army.mil/

http://www.army.mil/WellBeing/default.htm

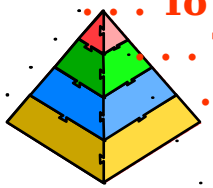
The Well-Being Liaison Office (WBLO):
http://www.aflo.org/home.asp

The Army Vision: http://www.army.mil/vision/index.html

The CFSC website: http://www.armymwr.com/

Deployment Cycle Support (DCS):
http://www.armyg1.army.mil/default.asp?pageid=101f

COL(P) Michael Flowers, 703-693-1850,
michael.flowers@hqda.army.mil



Post Conflict Personnel Operations

DAPE-HRP-WB

Mission

On order, The Army conducts personnel operations in order to reintroduce Army personnel into pre-conflict environments to facilitate reconstitution of families, Soldiers' and deployed civilians' individual lives, and the force.

Concept

These operations are conducted in depth beginning in-Theater, continuing at Home Station (AC) and Demobilization Stations (RC), and with sustainment at Home Stations. The Army establishes required policies, provides necessary resources and provides external subject matter expertise and training support packages in support of the chain of command. The Army communicates the plan and establishes the means by which to account for and track all personnel throughout the process.

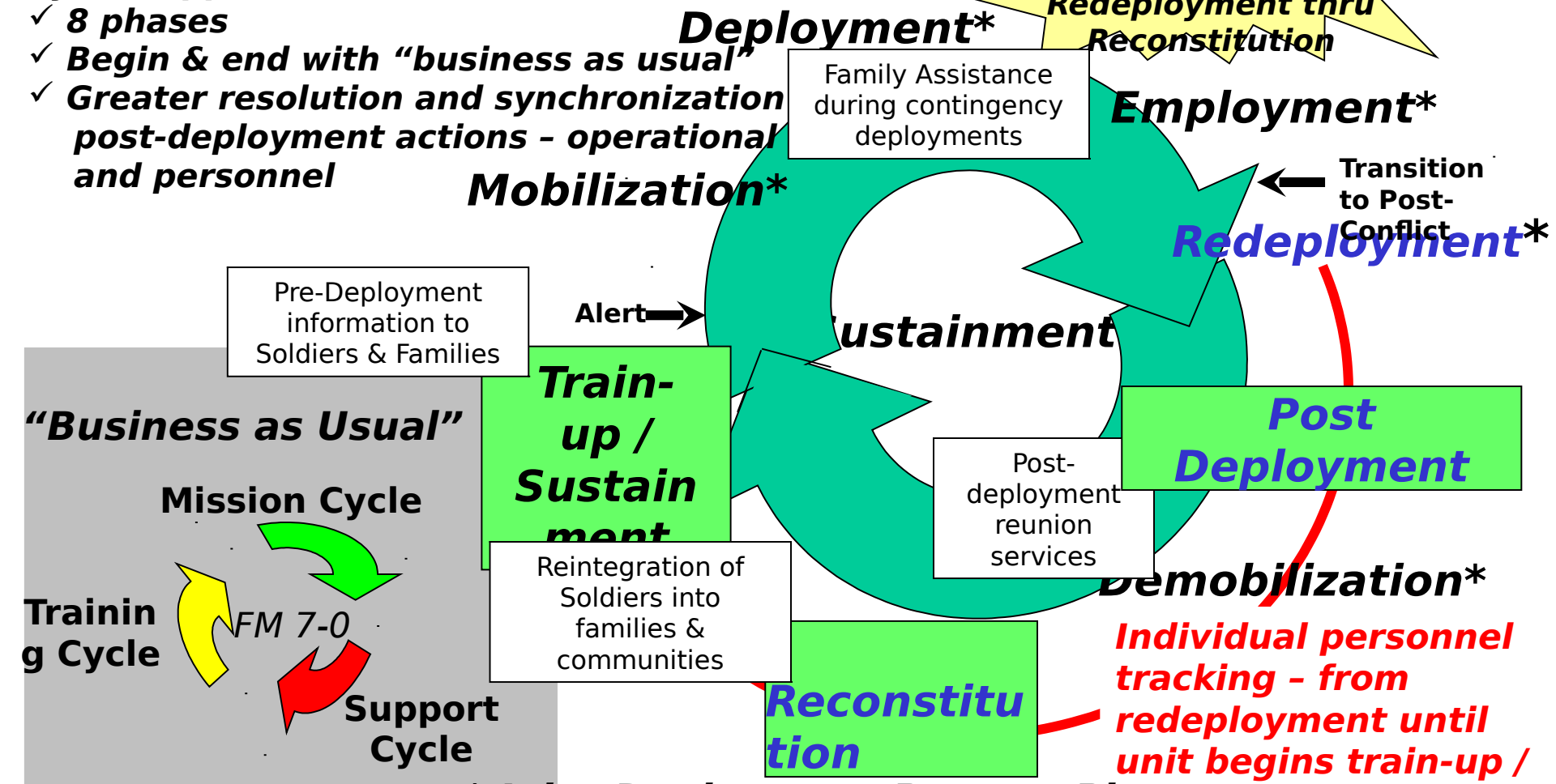
This modifies Army doctrine as currently published in FM 3-0

Deployment Cycle Support Model

. . . To Grow
. . To Connect
. . To Live
. . . To Serv

- ✓ ***Holistic life-cycle*, not just for "Deployment Cycle Support"**
- ✓ ***8 phases***
- ✓ ***Begin & end with "business as usual"***
- ✓ ***Greater resolution and synchronization post-deployment actions – operational and personnel***

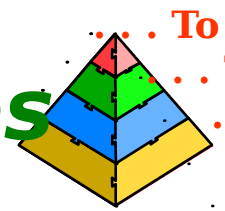
Current Planning focus:
'People' actions from Redeployment thru Reconstitution



* Joint Deployment Process

New phase, not currently in FM 3-

Post Conflict DCS Phases



Post Conflict Personnel Operations are conducted in three phases:

1. **Redeployment**: Units and material reposture themselves in the same theater; transfer forces and material to support another JFC's operational requirements; or return personnel, equipment , and material to the home (AC) or demobilization (RC) station upon completion of the mission.

2. **Post Deployment**: Begins with arrival at home station (AC) or DEMOB station (RC), includes actions to recover equipment, personnel and demobilization activities. Ends with release from recovery mission (AC) or arrival at home station (RC). Individual redeployment and demobilization processing (reverse SRP, medical screening, DCS process).

3. **Reconstitution**: Reconstitute the force; includes family readiness, reintegration of soldiers into families and communities, equipment maintenance, decompression, and soldier readiness.

Commanders at All Levels

- Ensure that DCS requirements **are completed**.
- Ensure that **DCS task completion** for Soldiers & DA civilians returning from deployment, as well as for their families, **is properly tracked from in-theater to Home Station**. The intent is to properly prepare Soldiers for redeployment, post deployment, and reconstitution, not to force Soldiers to participate in repetitive training and assessments due to poor record keeping.
- Ensure that Soldiers who experience redeployment related problems, regardless of their nature, **are provided with the opportunity and resources to resolve the problems expeditiously.**

DCS Installation Team

Team Composition

- Team Leader (from receiving installation) (1)
- Community Health Nurse (1)
- Health Benefit Advisor (1)
- Medical Augmentation (MD/PA/CNP)
  - 20 to support interview
- Behavioral Health Team (2 providers/
  1 NCO)
- Chaplains: (Team is 1 Chaplain/
  1 Chaplain's Asst)
  - 2 Teams (surge)
  - 1 Team (post-surge)
- JAG Team (2 attorneys/4 Legal Specialists)
- ACS Team (4 senior service managers)

Design Criteria

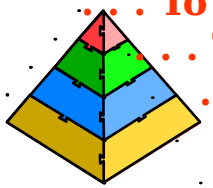
- Provide DCS Services to 1000 returning Soldiers
- Can be tactically tailored to meet specific installation requirements for skills, flow rate, etc.
- Supports desired 5-day arrival processing
- Team comprised of :
  - uniformed,
  - DA civilian, or
  - contract personnel

Surge: Day of arrival thru block leave

Post-surge: End of block leave thru arrival + 90 days

Army One Source

- Services: Effective 15 August 2003 (available to anyone who calls: AC, Mobilized RC, deployed DA Civilians)
  - 1-800 information and referral – 24/7
  - 6 face-to-face counseling sessions
  - Crisis education materials
- Requirements
  - 12 Months
  - Population: 489,600 (AD); 136,000 (RC); 900 (Civ)
  - Data Base Construction - priority to deployed units' installations
- 1-800 #s:
  - CONUS: **1-800-464-8107**
  - OCONUS: (**Access Code**) **800-464-81077** (Free of charge to callers)
  - If Toll Free Service not Available, Collect Calls: **484-530-5889**
  - Online access: URL: http://www.armyonesource.com
  - User ID: **Army** Password: **onesource**

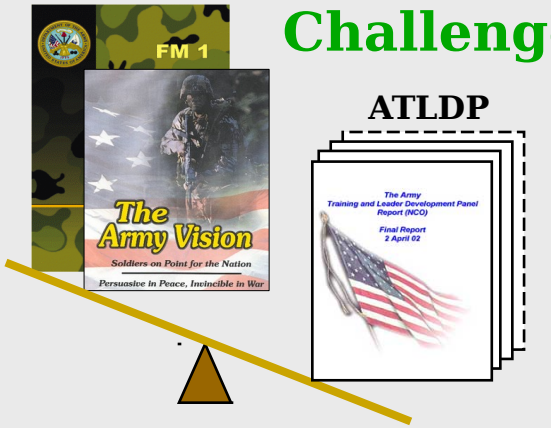


BACKUP SLIDES

Well-Being End-State

. . . To Grow
. . . To Connect
. . . To Live
. . . To Ser

Today's Challenge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The Army Training and Leader Development Panel Officer Study Report to The Army

An Army culture in balance;

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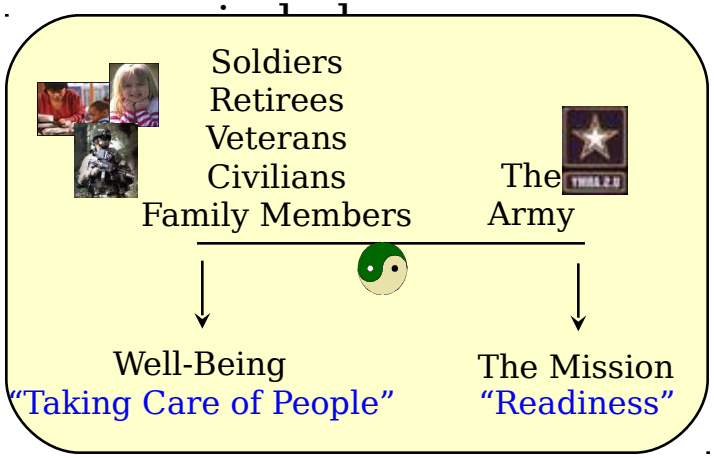
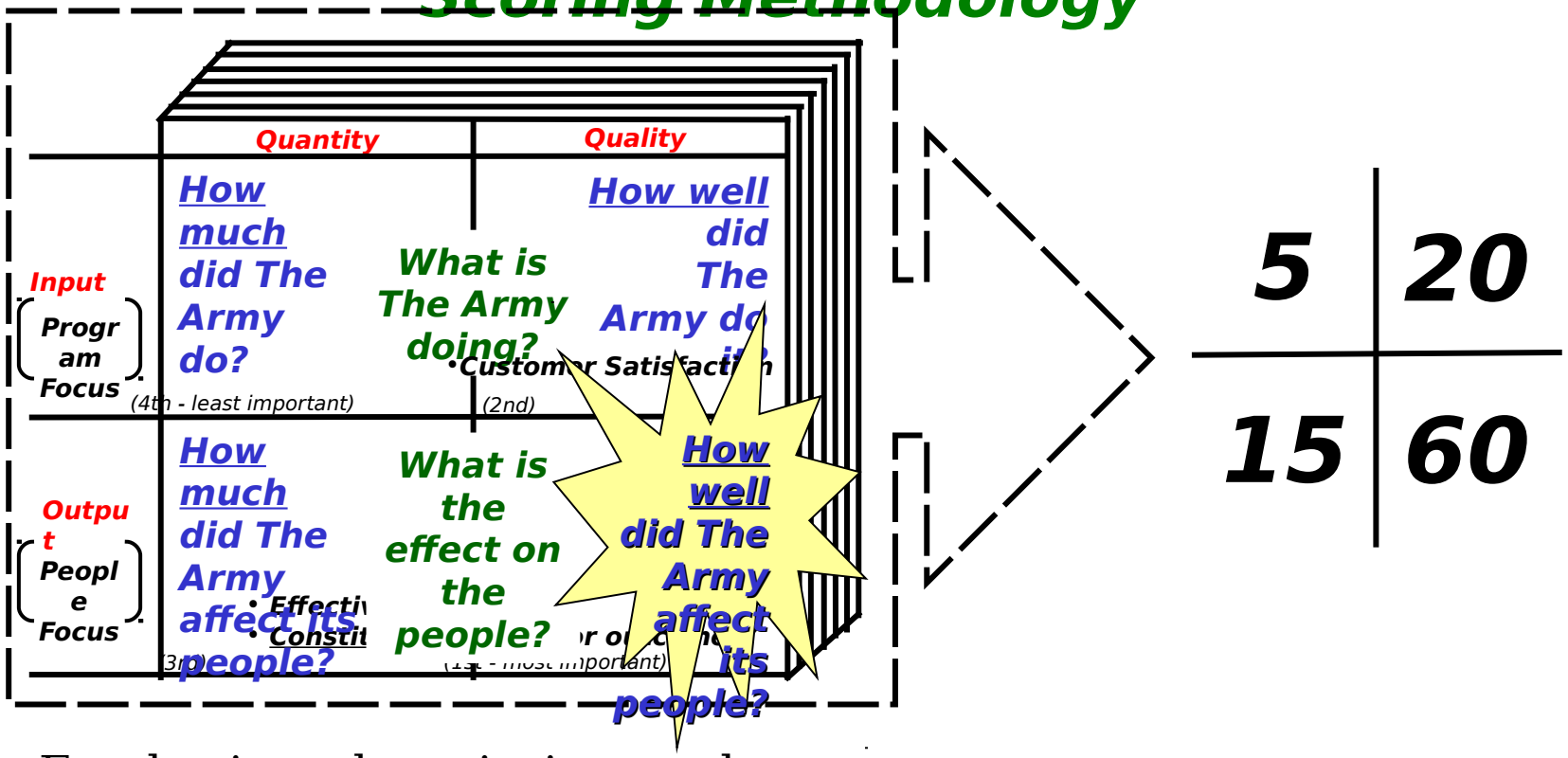


Well-Being Status Report

Scoring Methodology



- Emphasizes the priority quadrants
- Facilitates consistency in aggregation and drill-down
- Sensitivity analysis / “fit” to the word picture (and W-B philosophy)
- Embedded within Strategic Readiness System

Scoring Example
City Public Schools

Target" = benchmark, standard or goal

rformance Measure	Target	Raw Data	Normed Score	Wt w/in Quad	Quad Score	Std Weight
) Student capacity	100,000	100,000	100		100	5
) Curriculum	100%	100%	100	80	99	20
) PTA Satisfaction	70%	65%	93	20		
) Graduation Rate	94%	99.8%	100		100	15
) Literacy Rate	89%	35%	39		39	60

*(65 / 70) * 100 = 92.85*

*((100 * 80) + (93 * 20)) / 100 = 98.60*

*(35 / 89) * 100 = 39.32*

Function Score: 6 R

*((100 * 5) + (99 * 20) + (100 * 15) + (39 * 60)) / 100 = 63.20*

Quad score X Std Weight

Illustrative Purposes Only

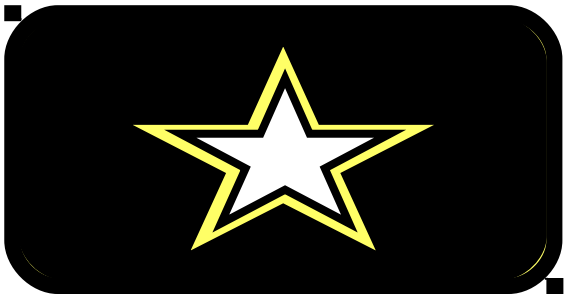
Well-Being Lab Sites Overview

. . . To Grow
. . To Connect
. . . To Live
. . . To Ser

Purpose

- **Validate means of effective delivery and receipt of Well-Being products and services at State/community level to all constituent groups**

- **Develop, deploy, and test a "Well-Being Kit Bag" to assist State/community leaders and service providers institutionalize Well-Being at Lab Sites**
  - Model W-B leadership/management structure
  - Model W-B functions analytical management process
  - Communications/Marketing Plan for all constituents
  - Effective community/customer feedback mechanisms (ICE)
  - Full-time Well-Being Coordinator (on-site)
  - Best Practice sharing with and between Lab Sites



Camp Robinson, AR

Requirements

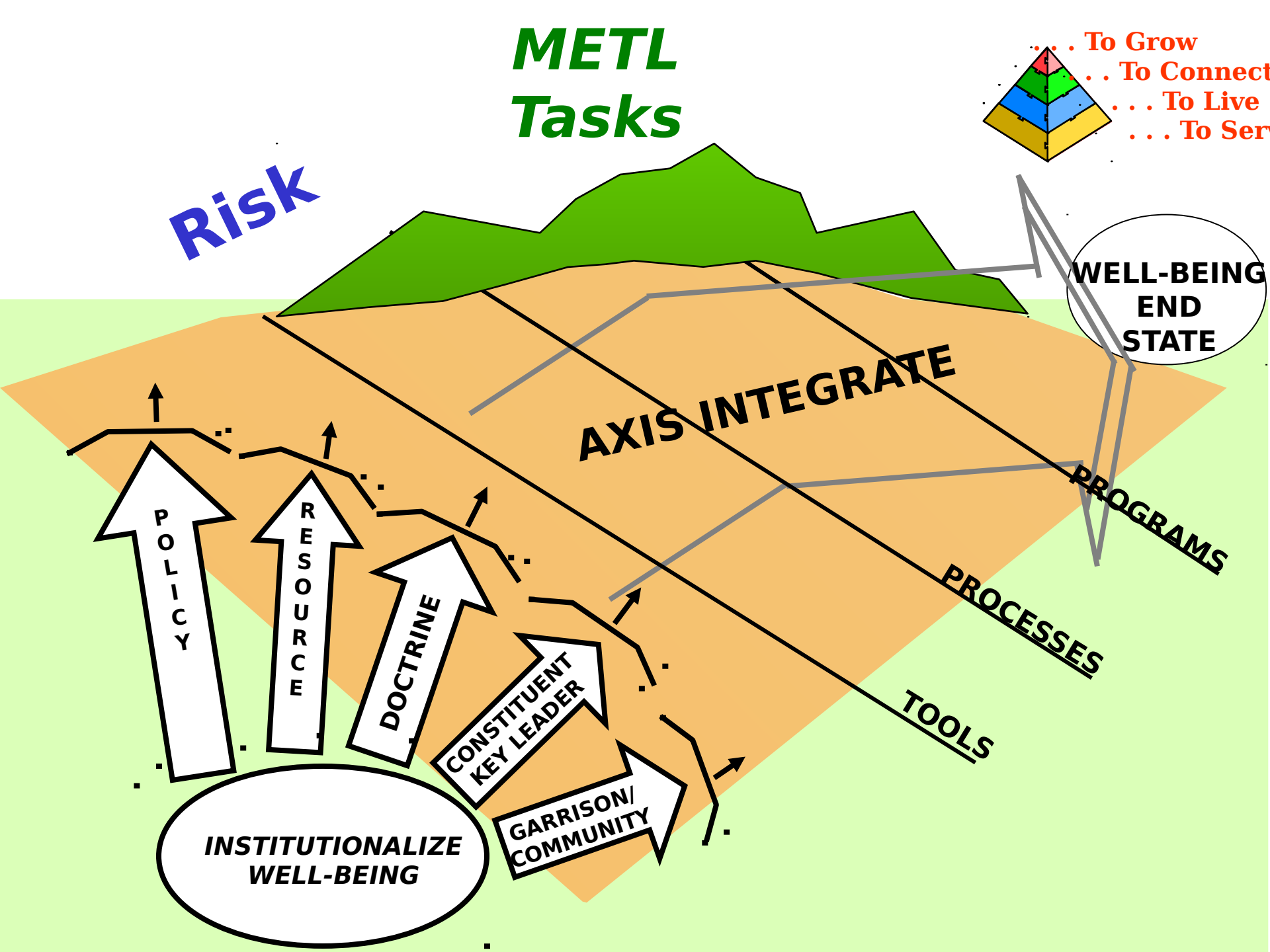
- **Maintain momentum**
  - Continue NG lab Site at Camp Robinson
  - Develop policy guidance for community W-B
  - Develop management publication for communities
- **Expanded lab site effort**
  - Build the constituent base
  - Validate standards and metrics
  - Institutionalize W-B functional assessments
- **Develop web-based best practice archival system**
- **Institutionalize constituent feedback mechanisms**
  - ICE
  - Surveys
  - Focus groups
- **4 of 6 Lab site closures occurred in Jun 03.**
  - NG will maintain Lab site until Mar 2004

Mission Analysis

Situation Update

- ATLDP Results Linked to W-B (+)
- World Events – Soldier/Family Support (+)
- Constituent Interest in W-B (+)
- Lack of W-B Division Personnel (-)
- New Mission Analysis Conducted (+)
- R&D for W-B Issues in Objective Force Task Force (-)
- W-B Division Decision (+)
- PPBC Non-Voting Member (+)
- FY02 W-B UFRs (+)
- Holistic Mechanism for W-B Resource Decisions (-)
- USR-like W-B Visibility in the SRS via WBSR (+)
- Full Constituent needs representation in WBAP (-)
- Plan for W-B at AUSA (+)
- FLO Integration (+)
- MG Aadland/BG Schook Synch Meeting (+)

Mission: Identify actions the G-1 must accomplish to institutionalize W-B and create irreversible momentum NLT Sep 03.


METL
Tasks
. . . To Grow
. . To Connect
. . . To Live
. . . To Ser
Risk
WELL-BEING
END
STATE
AXIS INTEGRATE
PROGRAMS
PROCESSES
TOOLS
POLICY
RESOURCE
DOCTRINE
CONSTITUENT
KEY LEADER
GARRISON/
COMMUNITY
INSTITUTIONALIZE
WELL-BEING

Mission Essential Tasks

G **POLICY**: Establish DA level policy that implements Army Well-Being NLT Sep 03

(AR 600-20 Change, WB O&O for IMA, DA PAM 600-WB, Single WB EXCOM/GOSC Week)

G **RESOURCE**: Complete actions that enable holistic decision-making across all Well-Being programs and resources NLT Sep 03

G (WB Enabler, G-1 Programming Process, WB in Army Budget Process)

DOCTRINE: Complete Well-Being doctrine and begin update of Army doctrine NLT Sep 03.

A (WB Goal 5 “Intangibles”, Initiate Incorporation of WB Doctrine into Army Doctrine)

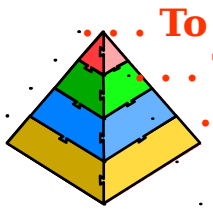
G **CONSTITUENT KEY LEADER**: Utilize Constituent Key Leaders to institutionalize WB NLT Sep 03.

(Constituent Conferences, WB Value-Added Model to OSD)

GARRISON/COMMUNITY: Develop WB implementation methodology that ensures understanding and buy-in at

as of 4 Jun 03

Timeline



24 – 26 Apr 00	DoD DV Task Force Start date
29 Nov 01	DoD DV Task Force 2nd annual report
11 Jun – 23 Jul 02	Fort Bragg Domestic Violence incidents
4 – 6 Sep 02	EPICON 2nd visit to FT Bragg: follow up to complete data collection and analysis
29 – 30 Sep 02	CODEL at FT Bragg
1 Oct 02	EPICON Final Report
21 Nov 02	M&RA / G1 Tiger Team transitions to G1/M&RA DVTF 3-12
Dec 02	CODEL Follow-up to CA area as follow up to FT Bragg visit
30 Jan 03	RCI submits Domestic Violence Report
1 Feb 03	DoD DVTF submits Domestic Violence Report 3rd Year
28 Mar 03	Army G1 assumed lead from G3 for DCS
7 – 11 Apr 03	DCS Planning Conference, FT Bragg, NC
21 Apr – 2 May	MACOM CONPLAN Staffing
2 May	CONPLAN Approval by G-1 & G-3 for Execution
3 May	CONPLAN Execution Begins
14 May	DCS Media Round Table
10 Jun	CONPLAN INFO Paper to VCSA
15 AUG	Army One Source Operational

DCS Planning Conference

7 – 11 April 2003
Fort Bragg, NC

- Representatives (77) from:
  - Executing Agencies: Medical, Personnel, Chaplains, ACS/CFSC, Forts Bragg and Hood
  - MACOMs (FORSCOM, USAREUR, IMA, MEDCOM)
  - Subject Matter Expertise: USMC, Mobilization, DVTF, Army Safety Center
- Participants representing: active, ARNG, USAR and Civilian
- Methodology:
  - Large group up front for info exchange
  - Break-out groups for product development
  - Iterative brief-backs
  - Special action groups (Personnel Tracking, DCS